

KING COUNTY SOLID WASTE ADVISORY COMMITTEE  
Facilities and Operations Subcommittee  
March 19, 2004  
Minutes

Members in Attendance

Bill Beck  
Bob Beckwith  
James Hodge  
Jerry Hardebeck  
Max Pope  
Ray Schlien

Others in Attendance

Brad Bell  
Nigel White  
Steve Smith

Call to Order

Brad Bell called the meeting to order at 8:35 a.m.

Operations Productivity Initiatives – Steve Smith

- Global Positioning Satellite (GPS) Installation

GPS has been installed in 146 Solid Waste Division vehicles. 42 out of the 146 vehicles are long-haul trucks. To date, we have 29 of the long-haul vehicles fitted with the GPS.

Implementation of the GPS started in January 2004. There are four full-time employees working to install the GPS. The installation is expected to be done by June 2004.

It has taken more labor time to install the GPS than expected. It is not feasible to have one truck done per day by one person. It has been averaging one vehicle for every 12 hours.

We are looking at actual time to do the work and efficiencies to do extra work.

A question was raised regarding whether or not other County agencies are doing the GPS. There are no other County agencies using the GPS.

A question was raised regarding standards for the GPS. We are set up to have monitoring stations. No additional staff will be needed; we will use existing operating people – based on performance measures, look at the trends.

A question was raised regarding whether or not the GPS are battery-powered. The GPS are not battery-operated. They are hooked up to the main truck.

A question was raised regarding the cost of the GPS per trailer. It costs approximately \$60 per unit. The average cost per vehicle is \$2,200 (\$800 for labor and \$1,400 for parts).

A question was raised regarding how long it would take to recover the investment on the GPS. At the present time, we are working with a systems analyst to see where the real savings are. Brad Bell informed the group that data and averages will be collected. We will figure it out after reports are in.

Brad also informed the group that they had talked to people in the waste industry. All had positive comments regarding the effects (both tangible and intangible) of the GPS system. There was a 30% improvement.

Steve Smith said they are in the process of in-depth training for staff. The next step is evaluating what it would cost to sustain the program. If we encounter software failure, etc., we need to know what things to look for. For right now, we are still in the start-up phase.

- Shop Schedule Changes

Steve Smith is revisiting shop schedules. Weekend work has a reduced crew due to lower tonnage.

Work within the union contract; use shifts available as shop schedule can support landfill activities.

Moved 13 out of 31 total                      4/10 schedule

Wednesday to Saturday

Sunday to Wednesday

Hours are 6:00 a.m. – 4:30 p.m.

Savings are in the premium pay.

35% labor = overtime (illness/vacations) – overtime by demand

Started February 27, 2004 with new schedule; will look at report and see changes.

No waves, working pretty good.

Centralize litter control group (cleaning up our transfer station sites)

Expand ¼ mile perimeter around transfer stations

Special needs people clean up to the transfer station gates.

Steve is looking for a way to have people mentor these special needs people (to make them more responsible people, expand their job responsibilities, communication skills, mentoring).

Employee morale – autonomy might be threatened.

A question was raised regarding the size of the team. There are 4 to 5 outside Cedar Hills to act as mentors.

A question was raised regarding what the objectives are. The objectives are to have all the transfer stations cleaned everyday.

Goals are to standardize the routes taken, work in a timely and efficient manner, and have more structure.

- Reorganization and Planned Performance Measures

Prior to Feb 03, no work orders were in effect when someone needed some work done. Effective Feb 03, work orders were placed into effect. We are in the process of implementing this in each work request that comes in.

This process is successful in the sense that we can track dollars spent and how we are doing business and communicating with employees (motivator).

Performance measures (to compare with industry standards).

We had 13,000 work orders (averaging 1,000 work orders per month).

#### Transportation Plan Update (Nigel White)

- Driver Performance Measurement

Nigel White gave an update on the Division's Transportation Plan. We have two initiatives that are being put into place. One is the time management initiative. The goal is to maximize capacity at the end of each day and to keep the vehicles in service until they need to be repaired. The other is to help to get to the stations quicker, to let us know how long trips take, and locate trailers through the use of the GPS.

A question was raised regarding how it will be indicated. Trailers will be at the physical location (geo-fence) when trucks drag trailer, GPS will record the move and log the trailers new position

A question was raised regarding the time it takes for the transfer trailers to chute. It takes approximately five minutes. Turnaround impact times is less than one minute. It takes 10 minutes to drop, transfer, and exit the area.

Performance requirements – to landfills – drop and out with a 10- minute turnaround

Go to landfill and eject load, 30-minute turnaround

When at the active area, 20-minute turnaround

There has been some difficulty in the area of “break times.” We have a legal requirement for employees to have two 15-minute breaks and half an hour lunch. We need stricter enforcements of these rules. It is also not uncommon to have “herding” breaks. To date we have been doing significantly better.

Equipment needs to be ready to roll. At the end of the day, vehicles are cleaned which leads to overtime. This is being discouraged.

It is being required that 15 minutes after they close their lids after the last trip that they need to punch out.

We are in the process of providing work expectations, finding out where the problem areas are and looking for solutions to resolve them.

Brad Bell closed by saying that initiatives are leading to performance measures. We will be measuring pay loads. We are heading in the right direction and we are going to continue to operate like a business. Brad also mentioned that we will be expanding hours of operation at our sites.